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REMARKS

Personnel Management:

Involves the planning, organizing, and controlling of activities concerned with procuring, maintaining and utilizing personnel toward the most effective accomplishment of an end product.

Apparently CIA has not yet learned how costly has been the program of having personnel management in the hands of executives who try to learn by doing.

Cite some of PDC histories. Few of their men are real personnel men. Real need is for management reorganization.

Surely, all personnel problems are solved to the best interests of all concerned by specialized leadership, and this we seem to lack practically 100 per cent. How then can management seek to make our operations as successful as possible when the basic factors of personnel and personnel management are so shoddily handled.

The distance between the top and bottom of our organization has grown to the point where I seriously doubt that top management has any hint of the problems constantly enlarging in the administrative and personnel fields in DD/P. At the same time the lowly clerk-typist has been bereft of any idea of the over-all mission of her unit, her division, or any other organizational element. Surely "need to know" does not in many instances need to be carried to the point where all incentive is drowned in the sea of security. At one time the chief of mission in one FE area brought back a few hundred feet of film and ran it for all employees of the Branch, accompanying the film with a little talk on the work which the Branch was supporting. There was a noticeable improvement in morale by the use of this simple device for promotion of incentive.

The almost complete lack of recognition of the average employee as a human being with hopes, aspirations, and needs which may not be appropriate to the immediate purpose of the unit has resulted in a morale situation which is lower than any encountered in my 15 years of experience in Government and private industry.

Despite the cost of such an approach, it would seem to me that a scientific approach to the solving of our administrative problems would pay for itself many times over in the coming years. The ad hoc approach which seems to have been used in the past has accomplished nothing but the creation of more problems, and it would now appear time to approach our problems with a tempered step, making use of the tools which are available to determine functions to be performed, policies to be formulated and adopted, principles to be followed, and techniques to be used.

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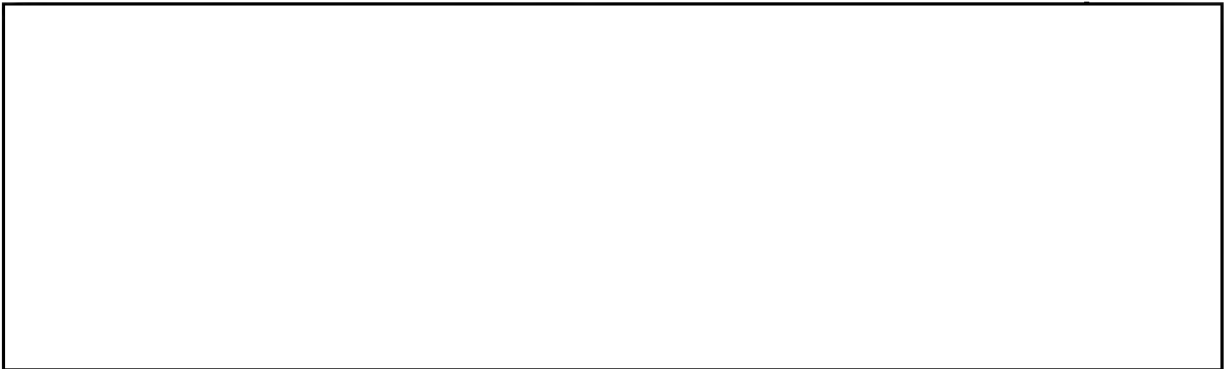
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REMARKS CONTINUED

Need set of standards to go by for determining eligibility for appointment, reassignment, promotion, etc. At present, seems to be little coherence or continuity in application of any standard, tho CS Rules are quoted when it is desired to refuse appointment or promotion for some reason.

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VARIOUS PHASES OF PERSONNEL IN DD/P WHICH NEED SCRUTINY

1. Recruiting

No direct line of commo for overt recruiting
Recruiting men usually not aware of operations to be au courant
Covert recruiting

2. Placement

No coordination on shopping of files
How can one Placement man service [redacted]
Project employees as PDC man now claims he does, and doesn't
need any help from Div personnel.

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3. Classification

4. Appeal Channels - Employee Relations - Etc.

Usually unknown to employee
[redacted] attempt and [redacted] notation to solve
problems in Div and not appeal to I.G.

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5. T and R

6. Career Development

Boards are super personnel office
Actions go thru last when man has sold house, etc. Bd approves

7. Exit Interviews

No good since true facts never obtained by interviewers

Special Considerations related to CIA

Cover - Needs much study

Security - N.G. in many respects, agents in building, etc.

Individualism (as a problem)

Lack of supervisory experience

Training - No coordination with personnel (in FE anyway), records not
immediately available

Assessment - often misunderstood

Central Processing

Command lines - Tight between Div and Sr Rep (authority and responsibility
never really delineated)

Rotation - Getting very important, but still no real system in effect to
handle

Types of appointments - i.e. contract, US, staff - too many ways to be
appointed

Communication - There is none, either vertical or horizontal

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EXPANSION OF ADMINISTRATION PERSONNEL
DUE TO DECENTRALIZATION OF FE/PERSONNEL

1. At meeting on 6/25/53 Branch FE ☐ indicated that 7 persons would be involved in handling the personnel actions formerly initiated in FE/Personnel.

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2. It would appear that decentralization of Division personnel office will result in doubling the number of persons needed to accomplish the work load, and will further break down the specialized attention which should be given to handling of personnel. Personnel to handle job adequately are surely not available in the Branches.

Employees without positions who have helped FE Personnel, and without whom load could not have been carried.

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- 4 months in FE/Personnel - now on LWOP
months in FE/Personnel - now in FE ☐
months in FE/Personnel - now resigned
ths in FE/Personnel - now resigned
ns in FE/Personnel - now resigned
1 months in FE/Personnel - now resigned
3 months in FE/Personnel - now in ORR
1 month in FE/Personnel - now in DD/P Staff (?)
ths in FE/Personnel - now resigned
onths in FE/Personnel - now o/s
as in FE/Personnel - now o/s
ths in FE/Personnel - now in ☐
ll in FE/Personnel:
ths (8 months without a job)
onths
onths (7 months since return from o/s)

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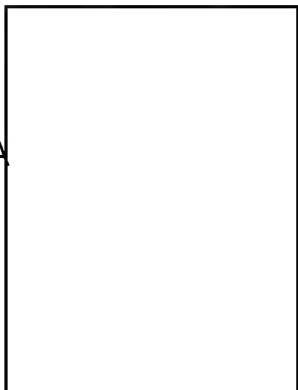
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The following personnel have left FE/Personnel since 1 April and have not been replaced:

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MORALE

1. This place typifies the old Army slogan, "RHIP" (Rank has its privileges) but they seem more prevalent here than in the Army.

2. Morale (according to FE ☐) is lower here than ever seen anywhere in his 20 years of work experience, including military, industry, and government.

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3. According to the Indians, "morale stinks, it just doesn't exist, and as soon as I can find another job, I'll leave." If there wasn't a general freeze on Government hiring, our clerical problem would be much worse because no incentive to remain has been given the majority of lower-grade employees.

4. "Operators" are giving up because the administrative tail has gotten to the point where it can way the whole dog, and does. Operations are being seriously hampered by mass of administrative red tape.

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PERSONNEL PEOPLE

1. Instead of gathering a force of trained, qualified, and expert personnel specialists, there has been big tendency to hire persons who have had little or no formal training and little if any broad experience in the field of personnel. In addition, there are cases of extremely rapid promotion within PDC based on CIA experience as qualifying. Personnel men grow slowly - they rarely bloom overnight, and without a complete overhaul of the present organization of PDC I don't see how personnel admin in the DD/P complex can be straightened out and become an efficient producing concern.

In the military, civilian personnel is regarded as extremely technical, while any old man can be assigned to do Military personnel. Here it seems to be just the opposite. Military personnel is regarded as a strange and technical world, while civilian personnel can be administered by practically anyone.

The quality of "anyone" is best illustrated by the remark of a GS-12 or 13 in PDC to the effect that he was sure Eisenhower's term was 6 years and not 4.

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MANAGEMENT TRAINING NEEDED (SUPERVISORY)

1. For general supervisory training.
2. Time and Attendance records are rarely accurate. Within-grade raises given to persons on LWOP, etc. (Ex.) Overtime and leave records are very loosely handled. Very poor in case we ever have an audit of unvouchered funds. Supervisors should watch this.
3. Personnel Evaluation Reports are 95% excellent. If all employees are really that good, agency would be operating at peak efficiency. This is hardly the case. Supervisors need training in how to supervise, how to write an evaluation of an employee, how to get most out of an employee, promote morale, give incentive, etc.
4. Often find excellent efficiency ratings in the file of a man who is being released by a unit for unsatisfactory service. The habit of giving an employee a good efficiency report and failing to give him any warning when his services are unsatisfactory until he is about to be fired (usually they resign) simply results in complete inability to document the records properly and take any proper administrative action. If the man is really guilty of any misdeed or simply a poor employee, he must then be allowed to resign and some other Government agency will then have to learn the same lesson about the man at the expense of the taxpayers.

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FE/PT RECORDS

1. At present no adequate manner of counting in and out casualties and controlling them. (Ex. Wash. field types) On 31 March there were 148 in and out casualties, of which 11 were in Training Division.

2. Need system for getting dates of arrivals and departures, especially for T and A purposes. Could be done in connection with Briefing in and out.

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GENERAL

1. On 26 February 1953 when Dulles assumed duty as D/CIA, he said "The reorganization period, except for minor changes, is over. Along the general lines already set, our job now is to concentrate on improving our techniques and building up a career personnel." When is he going to start? Some of us have been waiting 3 years.

2. On trips made to other areas in connection with personnel matters, why not send personnel specialists. I & R, and other inspection teams are fine, but seems that personnel man could determine personnel difficulties best.

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a. On recent [] trip [] was sent from FE. He not only made commitments which could not be fulfilled (promotion of [] but his promises have raised all kinds of trouble ever since. [] and finance) (She was here from March till June with no action.)

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3. General cooperation from PDC does not exist. In efforts to corner whole authority and responsibility for personnel, have sent files direct to Branches and then called FE/[] for actions, and information.

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[]

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4. Crash basis of operation is terrific waste of time and money, and usually results in worse foul-up in the end. Count on Korean speaking personnel made to [] 5/5 on 2-hour notice took 11 people to do it. Nothing else heard on this as of 7/1/53. About 24 man-hours wasted.

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5. Habit of taking action first and letting paper work follow results in approval of many personnel actions which should be disapproved. Career Boards hesitate to disapprove (per [] when action is already fait accompli -- [] with very poor training record in EE sent overseas by FE before we knew anything about poor EE record.

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6. T/O's are extremely unrealistic. Witness the number of T/O changes after each approval. If T/O were thoroughly worked out by professional personnel, this wouldn't happen (CWD's deadline of 11/52 Hd T/O - impossible).

7. Communication doesn't exist--it simply isn't. Both vertical and horizontal.

a. In 3 months [] has sent one resume of Personnel Officers conference to Ray and me.

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GENERAL CONTINUED

8. E.O.D.'s should all come thru FE/ ☐ At present PDC sends them to Branch quite often. Thus no record in Division Personnel of new personnel entering on duty.

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9. FE Screening Board has PDC man ☐ who just sits at meetings. If FE is so wrong in its actions, why doesn't he say so then, before action is taken.

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10. Files

a. Often misused, i.e. not sufficiently closely guarded. Unauthorized personnel have access to them. Need distinctive color or binding in order to quickly locate them in safes, and to discourage their being left around on desks. Chargeout system needs revamping.

b. There are 11 different files:

- | | |
|----------------------------------|-----------------------|
| (1) Branch | (7) Training Division |
| (2) FE/ <input type="checkbox"/> | (8) Assessment |
| (3) Training FE | (9) Medics |
| (4) C.B. | (10) Staff C |
| (5) PDC | |
| (6) I & S | |

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☐ case was result of insufficient records in file. ☐ was an FE surplus man with very poor assessment. I & S picked him up as a polygraph operator without looking into his full record.

c. Files and master index cards show both pseudos and true names.

d. Do not reflect accurate history of CIA employment because of misplotting unless PQH is in file.

11. Periodic Step Increases Snafu

a. ☐ set up for one in June. Went on maternity leave in April.

b. Payroll change slips dated 18 January 1953 received in FE/ ☐ on 6/18/53 - exactly 6 months.

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12. The classic story of the boat in trouble with 15 Americans aboard. Cable came in to one station for advice. Operation came from another station, so station #1 cabled to station #2 for advice as to what to do. Station #2 cabled back "Operational messages not received on Sunday."

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PERSONNEL FIGURES

1. In Headquarters 52% of jobs are grade 11 and above. Sixty-six per cent of jobs are grade 9 and above.

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2. [] (Special Contracting Officer) has said he didn't think he would be within 200 contracts of true number of contract personnel in any large division.

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3. About 5% of FI contract agents are routed thru FE [] and Div Screening Board as required by Division regulation. Division has no real count on FI staff agents. How can any figures on personnel be accurate in these circumstances.

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4. On 6/16 PDC listed [] jobs filled in Headquarters. We show [] jobs filled in Headquarters. Note discrepancy in our figures and PDC figures.

5. Presently 55 active FE T/Os in PDC. This does not reflect a true picture at all if overall figures for FE were requested from them. Many of the 55 shown there are obsolete.

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ACTIONS

1. Why couldn't all actions be typed in PDC as result of request from Division much as we used to do from Branch to Division. The request could be routed just as actions are presently routed.


a. After action typed in PDC, then routed to Finance for travel orders to be typed.

2. Why couldn't standard cards be used instead of files in Division and Branch?



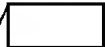
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4. Surely contract types of personnel could be reduced. We don't need 12 or more different categories.

5. When a slot is cancelled, person continues to be paid until 52 is run, or until whole T/O appropriation is cancelled. This means records again cannot be accurate. (per  FE/BF 5/21/53)

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6. Use of misslotting should not be tolerated, has already resulted in thousands of man hours wasted in reassigning personnel from slot to slot to accommodate T/O to personnel on board, instead of vice versa.

7. Routing of actions needs revising. Why go thru FE/
See Cleo's study for other duplicate routings.

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8. It would seem that efficiency of operation would best be served if records were maintained at same level that actions are typed.

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ROTATION

1. Who is fundamentally responsible? Branch, Division, PDC, or C.B.?

25X1A9A 2. Branches are now corresponding direct with C.B. on rotation and career plans, and are requesting C.B. to "nominate qualified individuals to fill the field position being vacated by" a returnee. [redacted] Also case of [redacted] No previous notice to Division on returnee. This means Division Personnel are unable to control or to maintain records on Division returnees.

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25X1 3. FE/[redacted] started work on rotation in early spring of 1952, after recognizing for some time that problems would soon crop up. A rotation system, using Form 210 as advance notice has been in effect ever since 6 May 1952. However Branches have failed to cooperate with FE/[redacted] and are in fact, still not forwarding info on returnees in accordance with [redacted] notices. We have been sending 210s to FI and PP and PM boards for some time. Now case officers are using career boards.

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4. Examples of how rotation hasn't worked.

25X1A9A a. [redacted] returned 9/28/52 - unplaced 6/28/53
b. [redacted] - " 11/52 - unplaced 6/28/53
c. [redacted] returned 12/52 - unplaced 4/53 LWOP

25X1A 5. Since Division itself is usually most concerned with retention of individuals who have field experience in FE area, it would appear that in many cases the career potential of an individual after an o/s tour with FE would best be furthered by consideration within the Division; first, for further training, for use in instruction, for use as senior case officer, or in a number of other ways. The practice of bringing in persons from other parts of the Agency, or from outside the Agency to fill supervisory positions is discouraging to those persons who have served one or more tours O/S and who should normally be considered for such positions. (Example: [redacted] was placed in FE/[redacted] from PP when other persons in Division should have been considered.)

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TRAINING

1. Often used as holding device when don't know what else to do with man.
2. Personnel sent to training by FE Division without personnel actions being written bringing them into FE. (Examples:
)
3. Training reports often not available to case officers and others engaged in evaluation of employee's performance.
 - a. This mainly because training records are not in official files.
 - b. FE Training is setting up complete training files on all FE personnel. Result: Duplication, and lost motion in that case officers don't get info on papers being shopped.
4. Information on available training courses not widely enough disseminated. Some promotions were returned by CSB for individual to take courses which training had cancelled. (Reports Officers?)
5. At present, reassignment and promotion cases are checked in FE/Division for training requirements, but resignation and appointments (which amount to same thing) are not checked.
6. On o/s reassignments, training requirements are waived, but at present there are no police methods set up to insure that individual will be given proper training upon return from o/s.
7. Training summary sheet which is prepared is not seen by case officer, is often ignored by Screening and Promotion Board, and is then put in FE Division file, so that career boards cannot have immediate info on training requirements an individual may not meet. This is waste of time and money. (Believe this system now being revised.)

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EXIT INTERVIEWS

1. Personnel relations not in a position usually to have correct story.

2. If individual is said to be not recommended for re-employment, circumstances should be looked into, and case documented for record. If person is poor employee, has supervisor previously warned individual?

3. Unless PDC placement officer has personal knowledge of case, how can he be qualified to judge, since often file itself shows no previous record of anything other than excellent efficiency ratings and promotions. (Example: [redacted])

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4. Division Personnel Office never contacted on recommendation for re-employment except in few cases where no one else can be contacted at the time. Should be contacted in all cases. Example:

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[redacted] - recommended only upon careful re-evaluation said [redacted] actually contacted by Branch and persuaded to come back on contract one month after resignation. ([redacted] didn't know anything about

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[redacted] return and neither did PDC because it is so long before exit interviews are put in file. No one saw exit interview, because it wasn't in file yet when he was rehired on contract.)

EXIT INTERVIEWS AND PERSONNEL RELATIONS

1. Need real Employee Relations office. If appeal is made to I & R, or to IG, individual is marked from then on, and actually in our case we were notified by DDP/Admin to settle cases before they got as far as IG. Thus, need accessible office where employee can be assured of sympathetic ear, and where honest and impartial determination of facts will be made. Present office to my knowledge has no authority in this respect and doesn't attempt to operate thus. They take care of illnesses and some deaths and difficult resignation cases.

a. Such an office should also work toward improvement of working conditions, such as women's rest rooms.

b. Might cooperate with CBs toward effective utilization of employees, especially clerical, where one of greatest problem areas now exists.

2. Present exit interviews are not satisfactory representations of facts, since Employee Relations seldom have facts in case from Agency point-of-view prior to interviewing individual. Also seem often to be unable to get true reasons for resignation from employees. If they do, such reasons do not appear on exit interview sheets. (Example: [redacted] Also immediate supervisor's opinion not necessarily completely correct.

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EXIT INTERVIEWS AND PERSONNEL RELATIONS CONTINUED

3. Some attention to morale problems in field is badly needed.

- (1) Pay records always fouled up.
- (2) Leave records often wrong.
- (3) Promotion policy needed.
- (4) Length of time involved between field recommendation for action and effective date of same is often 3 months or more.
- (5) Field has no conception of slotting mechanisms.
- (6) No means of ironing out personality difficulties [] 25X1A2D1
- (7) Unfair practices in field:
 - (Hiring without clearance)
 - (Husband-wife teams)
 - (Payment of allowances to some, denials to others.)

Example: [] - paid per diem for 5 days on way to station while in favor. Paid per diem for one day on way back to Hq because out of favor, and charged 5 days leave for rest of time spent driving across the country.)

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COVER

General

1. Need exists for adequate cover
 - a. Before EOD
 - b. Before going o/s
 - c. After returning from o/s
 - d. Between assignments
 - e. Upon separation
2. On 9 March, memo was addressed to FE/Admin outlining cover problems and requesting clarification of responsibility for same, and outlining pressing need for sufficient cover to back up various types of situations confronted by all employees. "Individual cover can in a large measure influence the success or failure of overseas operations on the security of Washington Hq." "Failures mean loss of money, efficiency, and effectiveness." No reply by 6/22/53.
3. Natural cover is seldom effectively utilized.
4. Development of cover needs to be responsibility of one office. At present following are engaged:
 - a. Security
 - b. Division Cover Staff
 - c. Division Personnel Office
 - d. Division Training Office
 - (?) e. DD/P Cover Staff
 - f. Case officer
 - g. Branch Admin Officer
 - h. Staff C
 - i. FE/ Personnel Officer

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On Resignees

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COVER

On Resignees Continued

d. [] Security man who debriefs resignees said this matter not in his bailiwick and suggested filling out sample 57 and submit same Security Control Staff, attention [] maintained whole matter was responsibility of the Division.

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e. Sample form 57 prepared by FE/[] and submitted same to [] who approved on basis of fact that Division said it was OK to show CIA employ, and again stressed Division responsibility in matter.

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2. [] - Left US 17 June 52 [] Returned 6 Feb 53.
Medical Tech

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c. FE/Admin referred him to FE/[] - back where he started.

d. Medical Division took no part in this. [] said he had no suggestions.

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e. Case Officer had no suggestions.

f. Finally COP [] said go ahead and use CIA. This was done and approved by [] Subject was very bitter about run-around, and unwilling to fabricate on 57 unless guaranteed backing by Agency.

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3. How does Staff Agent get his retirement money. I & S told [] to say he was CIA 3/9/53. Pretty poor security.

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